



Econosains 17 (1)(2019) E-ISSN: 2252-8490

ECONOSAINS

<http://journal.unj.ac.id/unj/index.php/econosains/>

STUDY OF EMPLOYEE PERFORMANCE: WORKLOAD ON JOB SATISFACTION AND WORK STRESS

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ABSTRACT

This study aims to describe the effect of workload on job satisfaction and job stress well on employee performance. Staff from East Jakarta Integrated Services Implementation Unit, 65 respondents were sampled. Data were collected using a questionnaire and analyzed using Structural Equation Modeling (SEM). Hypothesis testing results show positive and insignificant workload on performance, the positive and significant workload on work stress, negative and significant work stress on performance, positive and significant job satisfaction on performance, the positive and significant workload on job satisfaction. This study shows an important influence on research on job satisfaction and job stress; this also shows that job satisfaction and job stress function as intervening variables between workload and employee performance. The findings of this study prove that the workload needs to be indirect to employee performance through job satisfaction and better work pressure. The next researcher can study deeper by using other media and similar objects.

Keywords:

Workload, Job satisfaction, Job stress, Employee performance

Received: 12 Oktober 2019

Accepted: 12 Oktober 2019

Publish: Oktobeber 2019

How to Cite:

Sudiarditha, I. K. R. (2019). *Study Of Employee Performance: Workload On Job Satisfaction And Work Stress*. *Econosains*, 17(1), P 31-45

INTRODUCTION

In various studies that have been conducted on the performance variables that influence it to include workload variables such as Omolayo & Omole (2013) research, one of the conclusions of his research is that there is no significant relationship between mental workload and performance. Similarly, Chandra & Adriansyah (2017) research concluded that the workload does not significantly influence employee performance. The two researchers did not use mediating variables, while other researchers such as Yo & Surya (2015) used job satisfaction as mediation; even other researchers more often use job satisfaction or motivation as mediation. In this study due to workload which has been a classic problem in dealing with work is one of the triggers for employee stress that comes from outside the organization, sources of stress from the organization, sources of group stress, sources of individual stress (Luthans, 2008). Thus this research as a novelty combines two mediating variables namely job satisfaction and work stress to assess the effect of workload on employee performance.

The One-Stop Integrated Service (PTSP) of East Jakarta City Administration based on the 2018 SKM Exposure Final Report note that there was a decrease of 0.80%, but still in the criteria of "good". This is a serious concern so that there is no decline anymore. Permit recapitulation explained that in 2017 the permit file that was completed was 63% of the ratio between incoming and outgoing files. Whereas in 2018 files were processed as many as 57%. The data explains that the average permit file that has been processed has decreased compared to the incoming and outgoing files in 2017

and 2018. Thus, these data support the decline in the performance of PTSP service units in East Jakarta City. The data also explains the increase in the number of licenses entered from 2017 and 2018. Based on observations, it is indicated that the low performance is caused by overworked employee workloads in addition to not creating job satisfaction resulting in job stress and ultimately declining employee performance. This study aims to describe the study of the effect of workload on job stress and job satisfaction and its impact on employee performance.

LITERATURE REVIEW

Workload

The workload is emerging from the interaction between the demands of workload tasks which are used as workplaces, skills, and perceptions of workers. Workloads are sometimes operationally defined on factors such as job demands or efforts made to do work (Hart & Staveland, 1988). The definition can be interpreted that the workload is work that must be completed by someone with a volume and within a certain period in the form of physical or mental and viewed from a variety of views both objective and subjective. The relationship between workload and employee performance, where if the workload is high will cause performance to decline, or it can be explained that the higher workload received by an employee will affect the performance of the employee and vice versa (Lisnayetti, 2006). This statement is also supported by Setyawan & Kuswati (2006) saying that if workload continues to increase without an appropriate division of workload, employee performance will decline; Excessive workload occurs when employees are expected to do more work than available time. Chandra &

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* <https://doi.org/10.21009/econosains.0171.04>

Adriansyah (2017) concluded that the workload does not significantly influence employee performance.

Also, too much workload can cause tension in a person, causing stress; this can be caused by the level of expertise and speed of work that is demanded to be too high, and too much work volume. The results of the study concluded that workload positively influences work stress (Andriani, 2014).

A study conducted by Zeytinoglu et al. (2007) on workers in Ontario about the relationship between workload and job satisfaction show different results in descriptive and regression analysis. Through descriptive analysis it was found that in general the workers were satisfied with their work even though they felt their workload was heavy, but the results of the regression analysis showed a significant relationship with a negative correlation between workload and respondent job satisfaction. The higher the respondent's workload perception, the lower the level of work satisfaction. Huey & Wickens (1993) which states that when workloads are high, errors will arise from the inability of employees to handle important task demands. Workload and job satisfaction negatively affect where workload increases, job satisfaction can have a negative effect. This is following Mustapha's study (2013) which states that job satisfaction is influenced by daily workload, employees are more satisfied when they are given a lower workload. The results of the study also reinforce such opinions as Altaf & Atif's (2011) study that high workloads have a negative influence on job satisfaction. Other studies have found that nursing staff who have moderate objective workloads tend to have greater levels of job satisfaction than high

objective workloads (Rochmah & Tunggarani (2013).

H1: Workload negative effects on employee performance

H2: Workload positive effects on work stress

H5: Workload negative effects on job satisfaction

Job Satisfaction

Job satisfaction is an individual thing because each individual will have a different level of satisfaction by the values that apply in each individual. Colquitt et al. (2011) state that job satisfaction is a level of pleasant feeling obtained from an assessment of one's work or work experience. In other words, job satisfaction reflects how a worker feels about his work and what a worker thinks about his job. Meanwhile, Robbins & Judge (2013) the term job satisfaction refers to an individual's general attitude towards his work. Someone with a high level of job satisfaction shows a positive attitude towards the job. Conversely, someone who is dissatisfied with their work shows a negative attitude towards their work. Furnham et al. (2009) define job satisfaction as the extent to which they feel satisfied with their work. Then, Kreitner & Kinicki (2010) argues that job satisfaction is an affective or emotional response to various aspects of one's work. This definition implies that job satisfaction is not a single concept. Instead, a worker can be relatively satisfied with one aspect of his work and dissatisfied with another. Based on the definitions of job satisfaction stated above it can be concluded that job satisfaction is a feeling of pleasure or failure of someone to his work, both overall and to each aspect of the job as a result of the assessment and comparison of individuals doing work that will lead to behavior.

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Job satisfaction is a positive feeling about one's work that is the result of evaluating its characteristics. Employees feel satisfied and enjoy their work because they get praise for their work, placement, treatment, equipment, and good working environment. Employees who prefer to enjoy job satisfaction at work will prioritize their work more than repayments even though remuneration is important, so employee performance will increase (Robbins & Judge, 2013).

The literature shows an inverse relationship between workload, job satisfaction, and performance (Hachman & Oldman, 1980). There are little literature and empirical evidence available that determines the mediating effects of job satisfaction in third world economies, especially in Pakistan. Previous studies have highlighted the negative impact of workload on work outcomes. Thus, it is considered that job satisfaction mediates the negative consequences of workload on performance leading to a hypothesis.

H4: Job satisfaction has a positive effect on employee performance

H6: Job satisfaction mediates the effect of workload on employee performance

Job Stress

Gibson et al (2000), argues that work stress is an adjustment response mediated by individual differences and or psychological processes that are a consequence of any external (environmental) action, situation, or event that establishes excessive psychological and or physical demand to someone. Rivai (2010) argues that a condition of tension creates a physical and psychological imbalance, which affects emotions,

thinking patterns, and the condition of an employee. Based on the opinion that work stress is a condition in which someone has an imbalance between physical and psychological so that it affects a person's condition where it is caused by work demands that cannot balance the guidance of the company.

Munandar (2011) said that stress arising from unclear roles ultimately leads to job dissatisfaction such as lack of self-confidence, depression, low motivation to work and a tendency to leave work. The stronger work stress on employees, it will have a negative influence on improving employee performance. Sopiah (2009) states that one of the symptoms of high stress is low performance. Ahmed & Ramzan (2013) states that work stress that occurs in a company has a negative and significant effect on employee performance, meaning that if an employee experiences work stress then the performance to be achieved decreases. The same thing was also expressed in the study of Shahriari et al. (2013) which states the results which show that work stress and performance have a negative influence.

The direct relationship between work stress and employee performance, a large number of studies have investigated the effect of work stress with performance presented in the stress-performance model (U inverse relationship) namely Yerkes Podson's law (Mas'ud, 2004). The inverted U pattern shows the influence of stress level (low-high) and performance (low-high). If there is no stress, work challenges are also absent and performance tends to decrease. Stimuli that are too small, demands and challenges that are too little can cause boredom, frustration, and a feeling that we

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are not using our abilities fully (Looker & Gregson, 2005).

Too much workload can cause tension in a person, causing stress. This is caused by the level of expertise required is the too high, too high speed of work, too much work volume and so on. One of the symptoms of high stress is low performance. Stress needs to be controlled because if it is successful it will trigger an increase in performance; therefore stress can be used as mediation to achieve high performance (Sopiah, 2009).

H3: Job stress has a negative effect on employee performance

H7: Work stress mediates the effect of workload on employee performance

Employee Performance

Performance is the result of work that has a strong relationship with organizational strategy, customer satisfaction and economic contribution (Armstrong & Taylor, 2014). In line with the opinion of other experts, Kanfer (2005) said that individual performance is expressed as the affinity of closeness between the organization and members of the organization/individual. High performance is shown when employees complete tasks and generate satisfaction can complete work tasks. Performance is an activity that includes procedures and goods (final result). Individual procedures can be influenced by the general performance of an organization. Based on the notion of performance according to experts that performance is the work achieved by an employee in carrying out their duties by the responsibilities given in a certain period.

In general, employee performance can be assessed from several criteria or indicators are hard skills (quality, quantity), soft

skills (accuracy, time of attendance, ability to cooperate). Employee performance indicators are divided into hard skills and soft skills, where hard skills have indicators of work quantity and work quality, while indicators of soft skills are timeliness, cooperation and job knowledge (Mathis & Jackson, 2011).

Gibson et al. (2000) state 3 factors influence performance: (1) Individual factors: ability, skills, family background, work experience, social level and demographics of a person. (2) Psychological factors: perception, role, personality attitude, motivation, and job satisfaction. (3) Organizational factors. In this study, the focus is more on psychological factors according to the dominant facts in the field, namely workload, job stress, and job satisfaction.

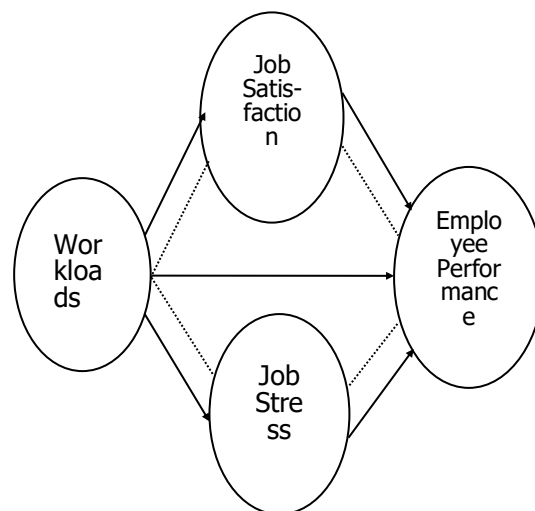


Figure 1. The Conceptual

RESEARCH METHOD

The location of the study was at the One-Stop Integrated Services City Administration in East Jakarta. The object of research is the State Civil Apparatus (ASN). This research uses quantitative methods with explanatory research design. Data were taken using a cross-sectional questionnaire.

The samples of this study were all ASN with a total sampling technique of all ASN employees amounting to 65 respondents. This sample size is recommended by

Hair et al. (2016) ie the minimum number of samples is greater than the highest number of indicators among latent variables. Data were analyzed using SEM (Structural Equation Modeling) with Partial Least Square (PLS) SmartPLS software 3.2.8.

Result and Discussion

Evaluate the inner model in the smartPLS program 3.2.8. carried out through the bootstrapping method to produce the following Figure 1.

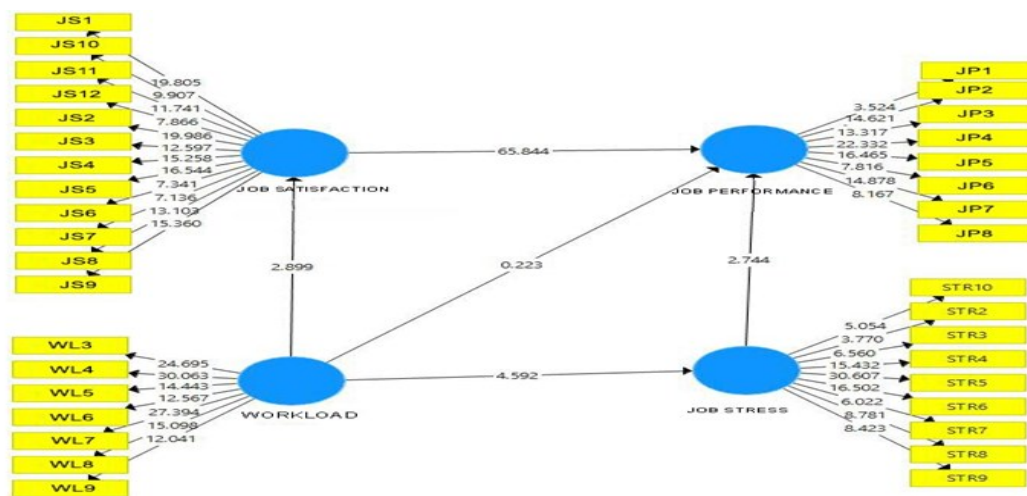


Figure 2. Inner Model (Bootstrapping)

Hypothesis testing the direct effect is done by looking at the path coefficient table on the results of

the PLS data processing version 3.2.8 as follows.

Table 1. Hypothesis Test Result Through Path Coefficient

	Original Sample (O)	t Statistics	P Values	Decision	Conclusions
Workload -> Job Performance	0,006	0,208	0,823	Hypothesis rejected	Not significant
Workload -> Job Stress	0,412	4,060	0	Hypothesis accepted	Significant
Job Stress -> Job Performance	-0,059	2,374	0,006	Hypothesis accepted	Significant
Job Satisfaction -> Job Performance	0,975	54,337	0	Hypothesis accepted	Significant
Workload -> Job Satisfaction	-0,339	2,884	0,004	Hypothesis accepted	Significant

Source: output SmartPLS 3.2.8 (2019)

Based on Table 1 shows the results of the hypothesis of direct influence through the path coefficient. From the 5 hypotheses that test the direct effect between the independent variables and the dependent effect, it can be produced that there are 4 hypotheses accepted with significant information and 1

hypothesis is rejected with insignificant information. The rejected hypothesis is hypothesis 1, namely workload on performance.

The hypothesis of the indirect effect between the independent variables and the dependent variable can be seen in the following Table 2.

Table 2. Hypothesis Test Results for Influence of Unfairness through the Specific Indirect Effect

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Decision	Conclusions
Workload -> Job Satisfaction -> Job Performance	-0,331	2,942	0,003	Hypothesis accepted	Significant
Workload -> Job Stress -> Job Performance	-0,024	2,018	0,039	Hypothesis accepted	Significant

Source: Output SmartPLS 3.2.8 (2019)

Based on Table 2 shows the results of the hypothesis of indirect effects through the Specific Indirect Effect. From 2 hypotheses that test the indirect effect of mediation, it can be concluded that both hypotheses are accepted with significant information.

H1. The direct effect of workload on employee performance

The positive original sample value of 0.006 indicates that the direction of the relationship built between the workload variable (X1) and employee performance (Y) is negative. This can be interpreted that if there is an increase in the workload of 1% then the employee's performance decreases by 0.6% and vice versa. The t-test results show that the t-statistic is smaller than the t-table that is $0.208 < 1.996$ at the 5% significance level for the two-tailed test, and p-values $0.823 > 0.050$ indicate that there is no significant effect of

workload on employee performance.

The relationship between workload and employee performance, where if the workload is high will cause performance to decline, or it can be explained that the higher workload received by an employee will affect the employee's performance and vice versa (Lisnayetti, 2006). If the workload continues to increase without an appropriate division of workload, employee performance will decline; Excessive workload occurs when employees are expected to do more work assignments than available time (Setyawan & Kuswati, 2006). Omolayo & Omole (2013) one of the conclusions of his research that there is no significant relationship between mental workload and performance. The workload does not significantly influence employee performance. That is because the employee will carry out the work given to him following the tasks that have been given. So that

employees will carry out the work properly. Then, the motivation and support of leaders are needed so that the work can always be completed well, even though there will be jobs that tend to be monotonous and not varied so that employees must be able to continue to have a positive effect on job loyalty by adding work skills and creativity. This statement is following the opinion expressed by Iskandar & Sembada (2012) which states that workload is an extrinsic factor of individuals which is one of the sources of the emergence of pressure because the workload they face is too much. This condition requires employees to provide more energy than usual in completing their work, but all of this depends on each individual, meaning that the tasks will be completed properly or not depending on how a person feels the workload he feels.

Furthermore, the results of a study conducted by Chandra & Adriansyah (2017) found that the results of multiple linear regression equations known to workload negatively affect performance and the results of the t-test obtained variable workload have no significant effect on performance. This can be interpreted that if the workload increases or decreases it will not affect employee performance. It further states that workload is proven to have a negative effect on performance. Furthermore, Omolayo & Omole (2013) on the Influence of Mental Workload on Job Performance shows that the workload does not have a significant relationship to performance. So it can be concluded that the results of this study are in line with previous studies and the proposed hypothesis was rejected.

Employees in the Integrated Services Implementation Unit face excessive workload, on the other

hand, employee formation is relatively not comparable to the work that must be faced; therefore more and more days result in less able to handle the work to be completed according to the desired schedule. This is very possible for the decline in performance faced which seems to be a classic slogan that employees lack sufficient competence.

H2. The direct effect of workload on work stress

The positive original sample value of 0.412 indicates that the direction of the relationship built between the workload variable (X1) to work stress (X3) is positive. This can be interpreted that if there is an increase or improvement in workload by 1% then the work stress increases by 41.2% and vice versa. The t-test results show that the t-statistic is greater than the t-table of $4.060 > 1.996$ at the 5% significance level for the two-tailed test, and the p-value $0,000 < 0.050$ indicates that there is a significant influence of workload on work stress.

Too much workload can cause tension in a person, causing stress. This is caused by the level of expertise demanded is too high, the work speed is too high, the volume of work is too much, and so on (Chandra & Adriansyah, 2017). An investigation conducted by the American Society of Anesthesiologists shows that stress is caused by heavy workloads (Kawasaki et al., 2009).

The results of this study are in line with Andriani's (2014) finding that workload has a positive and significant effect on work stress. While Al-Mohannadi & Capel (2007) stated that Workload also causes significant stress for Primary School teachers rather than preschool and secondary teachers, and preparation of secondary school

year. This can be interpreted if the workload increases, work stress will increase too. So it can be concluded that the results of this study are in line with previous studies and the proposed hypothesis can be accepted.

Employees in the Integrated Services Implementation Unit the work provided is often more than what has become the main task and function of the employee. This often happens considering the community's need for services is increasing so that the workload is increasing while the formation of employees is not proportional to the work to be done; this can affect work stress. Work outside the task will interfere with the physical and mental of an employee who is doing his job due to having pressure in him. Therefore, to minimize work stress, the management must be able to process and provide work following what has become its main task and function and equal distribution of work for all employees.

H3. The direct effect of work stress on employee performance

The negative original sample value of -0,059 indicates that the direction of the relationship built between work stress variables (X3) and employee performance (Y) is negative and contradictory. This can be interpreted that if work stress increases by 1% then the performance decreases by 5.9% and vice versa. The t-test results show that the t-statistic is greater than the t-table of $2.774 > 1.996$ at the 5% significance level for the two-tailed test and the p-value of $0.012 < 0.050$ indicates that there is a negative and significant influence of work stress on performance.

When workloads are high, errors will arise from the inability of employees to handle important task

demands. Workload and job satisfaction negatively affect where workload increases, job satisfaction can have a negative effect (Huey & Wickens, 1993).

The results of this study are in line with the research of Ahmed & Ramzan (2013) and Vijayan (2017) where the results of the study stated that stress occurring in a company has a negative and significant effect on employee performance, this means that if an employee experiences work stress then the performance will be achieved decreased. On the other hand, a study conducted by Shah et al. (2010) concluded the results of his study the students reported higher levels of stress. The most frequently occurring stressors among students were related to academic and psychosocial domains. The associations between stressed cases and the female gender, the occurrence of academic and psychosocial stressors need to be further tested by prospective studies. So it can be concluded that the results of this study are in line with previous studies and this hypothesis is accepted.

In reality with work, employees in the Integrated Services Implementation Unit are often faced with many work demands that are too many and sometimes do not match the employee's role. Also, various employees have not been promoted in recent years, so this will cause stress. In the end, the stress itself will disrupt employee productivity. An employee's boredom will greatly affect the employee in completing his work and have an impact on the results of the work. Therefore, in connection with this research, a person is required to be able to process self-stress so as not to affect his performance. Also, management can meet the needs

that affect employees' psychic, for example by providing promotions to employees and dividing the work equally according to their respective roles so that the employee does not experience work stress.

H4. The direct effect of job satisfaction on employee performance

The positive original sample value of 0.975 indicates that the direction of the relationship built between the variable job satisfaction (X2) on employee performance (Y) is positive. This can be interpreted that if there is an increase in job satisfaction by 1% then the performance will increase by 97.5% and vice versa. The t-test results show that the t-statistic is greater than the t-table that is $54.333 > 1.996$ at the 5% significance level for the two-tailed test, and the p-value $0,000 < 0.050$ indicates that there is a positive and significant effect on job satisfaction on performance.

Luthans & Avolio (2009) which explain that obtaining job satisfaction by employees will improve the performance of its employees. The results of this study are in line with research by Ali & Farooqi (2014) which found that job satisfaction has a positive and significant effect on employee performance. So it can be concluded that the results of this study are in line with previous research and the hypothesis can be accepted.

Concerning the reality of work, one of which is salary and benefits greatly affect job satisfaction. Where will influence someone to work more optimally to improve performance. Also, good relations that are established by colleagues are considered to improve one's performance because employees feel satisfied working at the organization. By what is expected

by the organization to provide appropriate salaries and benefits and build good cooperation between employees so that the performance of each will increase with the satisfaction of these employees.

H5. The direct effect of workload on job satisfaction

The negative original sample value of -0.333 indicates that the direction of the relationship built between workload variables (X1) and job satisfaction (X2) is negative. This can be interpreted that if there is an increase or improvement in workload by 1% then job satisfaction decreases by 33.9% and vice versa. The t-test results show that the t-statistic is greater than the t-table that is $2.899 > 1.996$ at the 5% significance level for the two-tailed test, and the p-value of $0.004 < 0.050$ indicates that there is a negative and significant influence of workload on job satisfaction. This is in line with the proposed hypothesis.

Under the theory of Huey & Wickens (1993) which states that when workloads are high errors will arise from the inability of employees to overcome the demands of important tasks. Workload and job satisfaction data have a negative effect where workload increases, job satisfaction can have a negative effect.

The results of this study are in line with research by Zaki & Marzolina (2016). which explains that workload has a negative and significant effect on job satisfaction, and according to Ali & Farooqi (2014) who found that workload has a negative and significant effect on employee job satisfaction. This can be interpreted that any increase in workload felt by the employee has the potential to reduce employee job satisfaction. So it can be concluded that the results of this

study are in line with previous research and the hypothesis can be accepted.

Adjusting to the descriptive results of employees regarding workloads found that many employees did not have much time to complete various work demands. That is because many employees do other tasks outside of their main duties. The impact of that reality is that a person's satisfaction will decrease. Organizations, in this case, have a role to increase employee satisfaction by distributing work fairly, proportionally and following the ability of employees.

H6. The indirect effect of workload through job satisfaction on employee performance

The negative original sample value of -0.331 indicates that the direction of the relationship built between the workload variable (X1) and employee performance (Y) with job satisfaction mediation (X2) is negative. This can be interpreted that if there is an increase in the workload of 1% then the performance decreases by 33.1% through the mediation of job satisfaction and vice versa. The t-test results show that the t-statistic is greater than the t-table that is $2.950 > 1.996$ at the 5% significance level for the two-tailed test, and the p-value $0.003 < 0.050$ indicates that there is a significant influence between workload on performance through job satisfaction. This also shows that job satisfaction (X3) can carry out its function as an intervening variable between workload (X1) and performance (Y). Hypothesis testing proves that the proposed hypothesis can be accepted.

Previous relevant research by Hachman & Oldman, 1980) shows an inverse relationship between

workload, job satisfaction, and performance. Also, according to Ali & Farooqi (2014) shows that workload has a negative and significant effect on job satisfaction and job satisfaction has a positive and significant effect on performance; in other words the higher the employee satisfaction, the higher the performance will be. Thus, it is considered that job satisfaction mediates the negative consequences of workload on performance which leads to a hypothesis.

In this case, job satisfaction can mediate the effect of workload on performance by dividing the work equally and fairly by the educational background and ability of employees, building cooperation between employees so that any work will be easy if done together. Then in terms of salary and benefits will be very influential. A lot of workload with an appropriate salary will affect employee performance. Therefore, management must pay attention to indicators that can improve the performance of an employee.

H7. The indirect effect of workload on performance through work stress

The negative original sample value of -0.024 indicates that the direction of the relationship built between the workload variable (X1) on performance (Y) with mediating work stress (X3) is negative and contradictory. This can be interpreted that if there is an increase in the quality of the workload by 1% then the performance decreases by 2.4% through mediating work stress, and vice versa. T-test results show that t-statistic is greater than t-table that is $2.950 > 1.996$ at the 5% significance level for two-tailed tests, and p-values of $0.039 > 0.050$ indicate that there is a significant

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influence between workloads on performance through work stress. This also shows that work stress (X3) can carry out its function as an intervening variable between workload (X1) and performance (Y). Test results prove that the proposed hypothesis can be accepted.

Previous research by Chandra & Adriansyah (2017) workload that is too much can cause tension in a person, causing stress. This is caused by the level of expertise required is the too high, too high speed of work, too much work volume and so on. Sopiah (2009) states that one of the symptoms of high stress is low performance.

Referring to previous research by Asbath (2017) shows that there is an indirect effect of workload on performance. This can be seen from the 0.358 significant value, (0.031) smaller than alpha 5%. This shows that the workload has an indirect effect on employee performance through work stress. Therefore it can be concluded that this research is in line with previous research and is by the hypothesis and can be accepted.

In this study, it was found that the influence of work stress mediation on workload and employee performance. The absence of job promotions, excessive and uneven work and role incompatibility greatly affect a person doing various jobs. This results in someone often running out of time in completing work which will ultimately have an impact on employee performance. Therefore the organization in reducing one's stress to pay attention to one's work and what is needed for example promotion so as not to have an impact on decreasing employee performance. That is because it will spur employee boredom which will reduce work results.

CONCLUSION

Based on the results and analysis, several conclusions can be obtained: (1) Workload has a negative and not significant effect on performance; this explains that high or low workload will not affect employee performance. (2) Workload has a positive and significant effect on work stress; this explains that the higher the workload, the higher the work stress of the employee. (3) Job stress has a negative and significant effect on employee performance; this explains that the higher the work stress the employee's performance will decrease. (4) Job satisfaction has a positive and significant effect on employee performance; this explains that the higher the job satisfaction, the higher the employee performance. (5) Workload has a negative and significant effect on job satisfaction; this explains that the higher the workload the more influential on the decline in employee job satisfaction. (6) Workload has a negative and significant effect on performance through mediating job satisfaction; this shows that job satisfaction can carry out its function as an intervening variable between workload and employee performance. (7) Workload has a negative and significant effect on performance through work stress mediation; this shows that work stress can carry out its function as an intervening variable between workload and employee performance.

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